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BADM 446.04: Strategic Management

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Title:	Strategic Management
Course:	BADM 446
Section:	04
Days/Time:	TR 9:40 – 11:00am
Location:	L11

Instructor:	Sherry Liikala
Office:	337
Phone:	243-6197
Email:	sherry.liikala@business.umt.edu
Office Hours:	W 8:30-11:00am

Required Text: Strategic Management, Hill and Jones, 2004, Houghton Mifflin Company.

Course Objectives and Overview:

- To learn how strategic management thought has developed and evolved to what it is today and to understand why it is important and how it is used
- To understand the levels and processes of strategic development and the stages and inputs into the strategic management process
- To understand various factors (internal and external to the firm) that influence the process and influence managers' strategic choices
- To understand how to recognize effective, successful organizations

This course has the following components: 1) participation, 2) one team-based project, 3) case studies, and 4) exams

This course will teach you the process of strategic management in both theory and industry practice. Concepts from the text and other course material will be augmented with information from and about real-world businesses and business situations.

Class Participation:

The classroom is a place for learning the material being taught. My responsibility is not only to teach the material, but also to prepare you for the professional workplace. You should treat this class like a job, where I am your boss. I expect you to show up, be prepared and ready to contribute. If you are going to be absent, for any reason, call or email me prior to class. If you do not notify me, I will assume that you have “blown off” class. Showing up and contributing accounts for 15% of your total grade for the class.

This class is designed to be interactive such that we can learn from each other. When class is in session, I expect students to be attentive to me as well as to other students. Talking to others around you, while a discussion is going on is rude, distracting and disruptive and I will not tolerate it. I will give one warning before asking a student or students to leave the classroom. This will adversely affect your participation grade.

We will evaluate your participation grade mid-semester and at the end of the semester. The grade is computed based on a combination of class attendance and quality and quantity of individual’s contributions to classroom discussions.

Team Project Assignment and Expectations

There is one team project, with a written and an oral component, due towards the end of the semester, worth 30% of your total grade. Each team will consist of about 3 students. After the first few weeks of class, I will define the teams, assign a project lead for each team and assign the project. In the workplace we are typically not afforded the luxury of deciding who we work with or the projects we work on. My approach is consistent with this practice.

I will assign a publicly traded company to each team. The teams will first conduct research on the overall industry the company is in, then conduct research on the company assigned and formulate a strategy. A written report on the industry followed by specific strategy alternatives and recommendations is required. Then an oral presentation of the findings will be made to the class where all team members are required to present. I will provide a schedule of the dates for what teams will present on what dates. The written paper is due the day the team makes their presentation to the class.

When I define the teams and make company assignments, I will provide a detailed outline for the report as well as formatting requirements. Milestones for specific activities to be completed will be defined and then each team will prepare a Gant chart for their project.

An overall grade will be assigned to the team based on the quality of the work (written and oral). I will not referee or resolve team conflicts so each group is responsible to manage all aspects of the project. Using the 360 evaluation form, each team member will evaluate their own performance on the project as well as the performance of their other team members.

Case Studies

You are required to prepare a written analysis for three case assignments. Each case should be a minimum of 3 pages and maximum of 5 pages (font size 12, times new roman, 1 inch page margins, double-spaced). Each case study is due on the day of class indicated and should be turned in during class after our discussion of the case.

Each analysis should identify and clearly, concisely articulate the primary issue/problem, the origin/cause and suggest a course of action to address the issue. The analysis should not simply restate the facts in the case, but instead should take our understanding of what is happening in the case to a higher level. Demonstration of a high level of understanding requires application of the various concepts and models to that bring greater clarity to the situation in the case. Your case analysis should include the following sections:

1. Executive summary (1 page maximum)
2. Situation analysis
3. Alternatives
4. Recommended strategy

Late Work:

Not accepted. Assignments turned in late will be given a “zero”.

Exams:

There will be three exams during the course of the semester. Exams will be essay and/or short answer format. Each exam, including the final will account for 10% of your total grade. Exams will cover material/concepts from the text, case studies, classroom discussion, videos, various readings and/or any material covered in lectures. The final exam will test you on material from the team projects.

Grading:

Exams (3):	30%
Team Project (1):	30%
Cases (3)	25%
Participation:	15%

Class Schedule

Date	Topic	Chapter(s)	Assignment
January 27	Class Intro		Personal brief
January 29	Intro. Strategic Mgmt.	1, 2	
February 3-5	Competitive Advantage	3, 4	Johnson & Johnson. Pg. 106-7, prepare answers to questions
February 10-12	Video: Barbarians at the Gate (107min.)		
February 17	Team Assignments		
February 19	Case Study	WestJet Looks East	Pg. C134
February 24	Exam 1		
February 26	Exam results		
March 2-9	Strategies	9, 10	Closing Case: AOL Time Warner, Ch. 9, answer questions for 3/9
March 11	Case Study	Kmart Corp.	Pg. C397
March 16-23	Strategies, con't	5, 7	
March 25	Video: Pirates of Silicon Valley		
March 30 – April 1	Spring Break		
April 4	Material Review		
April 8	Exam 2		
April 13-22	Implementation	11-13	Closing Case: WalMart answer questions for 4/20
April 22			Case Study: Avon Products, pg. C145
April 20-29	Team Project Presentations		
May 4-6	Participation evals and instructor evaluation		
May 11, 8-10am	Final Exam		